

REVIEW OF PUBLIC POLICY ASSOCIATIONS

PM U.S.A.

PUBLIC AFFAIRS DEPARTMENT

2024078162

## TABLE OF CONTENTS

1. Overview
2. National Governors' Association (NGA)
3. National Conference of State Legislatures (NCSL)
4. Council of State Governments (CSG)
5. National League of Cities (NLC)
6. United States Conference of Mayors (USCM)
7. State Legislative Leaders Foundation (SLLF)
8. State Government Affairs Committee (SGAC)

2024078163



2024078164

## OVERVIEW

State and local government representation has grown enormously in the last fifteen years. In 1970, five states had offices in Washington, D.C. At the present time, some thirty-one states are represented in our Nation's Capitol. However, there is no standard operating procedure for a Washington office and its success or lack thereof depends largely on the individual and the haphazard network of organizations which exist and vie for federal contracts and grants.

Six national associations seek to coordinate the efforts of state and local governments -- the National Governors' Association, the Council of State Governments, the National Conference of State Legislatures, the National League of Cities, the U.S. Conference of Mayors, and the National Association of Cities.

During the early 1970's, the then National Governors' Conference sought to establish itself as an independent lobbying arm of state government. It led to a bitter falling out with the Council of State Governments, the organization that represented all government officials for over 40 years. The Governors voted 16-13, to sever their formal national affiliation with the Council of State Governments in 1975, bringing to an end what had been a steadily deteriorating relationship between the two organizations.

At the Governors' request, two other agencies of state officials -- the Council of State Planning Agencies and the National Association of State Budget Officers -- also moved to disaffiliate themselves from the Council of State Governments. However, because the Council of State Governments operated from a strong regional base, all of the regional Governors' conferences (Southern Governors' Conference, etc.) elected to remain under the Council umbrella and the impact of the new National Governors' Association action was minimized in the short term.

The trend toward stronger representation of state government at the federal level has evolved at a rapidly increasing rate during the past decade. Although lagging behind "local" associations such as the U.S. Conference of Mayors or National League of Cities, elected state officials, primarily Governors and legislators, accelerated the pace of their activities and sought to build national organizations capable of providing platforms for each to address themselves on state-related federal issues and possibly uncover programs capable of increasing federal aid to the state, either through the Governors or state legislatures.

2024078165

Beginning with the Great Society programs, the Governors recognized their stake in having a direct line to the federal government and became concerned with changing the image of the Conference from one of a social conclave to an active and powerful lobbying organization. The Governors took two steps to establish their presence as a national force. They separated their Washington office operations from CSG and established an independent staff.

At the same time the Governors were considering ways to strengthen their base at the federal level, state legislators associations consolidated and merged forces.

In 1974, details of a merger of three existing legislator organizations were agreed to. The National Society of State Legislators, National Conference of State Legislative Leaders, and National Legislative Conference (largest of the three), formed the National Conference of State Legislatures and opened offices in Denver and Washington, in 1975.

After intense debate between and among member groups, the NCSL voted to affiliate with the Council of State Governments. Since it was founded in 1933, the Council of State Governments has played a key role in coordinating the interests and activities of the state officials and organizations it represents. Those organizations remaining in the Council are the National Conference of State Legislatures, National Association of Attorneys General, National Conference of Lieutenant Governors, Secretaries of State, Conference of Chief Justices, National Association of State Purchasing Officials, and National Conference of State Court Administrators. The Council provides its members with services, such as research, publications, and fiscal management. More importantly, it maintains four regional offices to help coordinate the activities of the regional Governor and legislative (i.e., Southern Governors' Conferences and Southern Legislative Conference).

Frequently, Governors, legislative leadership and legislative staff are members of both the National Governors' Association and the Council of State Governments. Likewise, legislative leadership and staff absorb most of the executive committee positions with the National Conference of State Legislatures and Council of State Governments. All three organizations serve their membership through a variety of mechanisms and exercise significant influence on the federal government when operating as a coalition.

In an era of budget constraints and deficits, many state legislatures may be forced to support financially only one state legislative public policy organization. Since the National Governors' Association budget for each state is part of the executive budget, no such choice will be forced upon a Governor.

Given these constraints, the long-term future of the Council of State Governments vis a vis the National Conference of State Legislatures may be in doubt. Although neither organization can be viewed as forceful or progressive due to the limits that consensus places on each, the National Conference of State Legislatures appears to have a better fundamental understanding of what motivates and interests state legislators and leadership staff. However, the regional concept which the Council of State Governments has nurtured will continue to function, no matter what organization is left to serve as secretariat.

An amalgamation of sorts will probably occur in the next five to seven years. The regional Governors' Conference (southern Governors' Conference, Midwestern Governors' Conference, and Western Governors' Conference), currently under the umbrella of each regional office of the Council of State Governments, may be absorbed by the National Governors' Association. The regional state legislator organizations (Eastern, Southern, Midwestern, Western Conference) currently linked to the Council of State Governments may merge with the National Conference of State Legislatures which already makes provisions for two "regional" representatives from each region on its executive committee.

While the gubernatorial and state legislative organizations have fought over jurisdictional responsibilities for the past several years, so, too, have the local associations, the U.S. Conference of Mayors, National League of Cities, and National Association of Counties. Each has sought to dominate and maintain leadership of local association activities with varying degrees of success. The U.S. Conference of Mayors has had the greatest success due to the primary membership of the chief executive officers of the nation's largest urban centers. The primary weaknesses of these organizations have been the staff domination of policy development, particularly in recent years with a liberal, Democratic party oriented staff attempting to direct activities and the inability of any one organization to strike a leading role (many former members of Senator George McGovern's administrative and/or presidential campaign staff are employed by the U.S. Conference of Mayors and National League of Cities).

The growth of style over substance has also seen the growth of individual executive and state legislative offices in Washington, D.C. To be sure, the executive and legislative association and state and legislative offices have a common objective: to ensure that the interests of their state are reflected in federal policies and to obtain the best possible information on which to base their own legislative decisions. Beyond their common goal, however, there are considerable differences in the way these offices are established, whom

2024078167

they serve, and how they represent the state, the chief executive officer or the legislator on the whole. These organizations serve themselves best by working through consensus with each other, rather than an independent course of action.

The following is a list of state, city and county offices, both executive and legislative, which are located in Washington, D.C.

Alaska	Mississippi
Arkansas	Missouri
California	Montana
Connecticut	New Jersey
Delaware	New Mexico
Florida	New York *
Hawaii	North Carolina
Illinois	Ohio
Indiana	Pennsylvania
Kentucky	South Carolina
Louisiana	Texas
Maine	Utah
Maryland	Virginia
Massachusetts	Washington
Michigan	Wisconsin
Minnesota	

\* New York has four offices. One represents the Governor, another for the State Assembly. The New York State Senate has representatives for both the majority and minority parties.

#### CITIES

Albuquerque	Miami
Atlanta	Natchez
Atlantic City	New Orleans
Birmingham	New York
Boston	Norfolk
Bridgeport	Oakland
Chicago	Oklahoma City
Cincinnati	Philadelphia
Cleveland	Phoenix
Columbia	Portland
Dayton	Provo
Denver	San Diego
Duluth	San Francisco
Fort Worth	St. Paul
Gainesville	St. Petersburg
Gary	Tacoma
Houston	Toledo
Jackson	Tucson
Lincoln	White Plains

2024078168

COUNTIES

Alameda, California  
Allegheny, Pennsylvania  
Clark, Nevada  
Cuyahoga, Ohio  
Gloucester, New Jersey  
Harris, Texas  
Hennipin, Minnesota  
Jefferson, Alabama  
King, Washington  
Los Angeles, California  
Montgomery, Alabama  
Montgomery, Ohio  
Nassau, New York  
Pitkin, Colorado  
Polk, Iowa  
Riverside, California  
San Bernardino, California

2024078169





2024078170

NATIONAL GOVERNORS' ASSOCIATION

444 North Capitol Street  
Washington, D.C. 20001  
(202) 624-5330

Executive Director: Stephen B. Farber

Meetings: Mid-Winter, Washington, D.C. - February 1981  
Annual - Atlantic City, New Jersey - August 1981

Staff: 50  
Budget: \$4,000,000

Chairman: Governor George Busbee, Georgia

Executive Committee: Governor Ella Grasso, Connecticut  
Governor Thomas Evans, Idaho  
Governor George Nigh, Oklahoma  
Governor James Thompson, Illinois  
Governor Otis Bowen, M.D., Indiana  
Governor Robert Ray, Iowa  
Governor William Milliken, Michigan  
Governor John Dalton, Virginia

The National Governors' Association, founded in 1980, as the National Governors' Conference, is the trade association through which the Governors of the 50 states and the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, and the Northern Mariana Islands seek collectively to influence the development and implementation of national policy and apply leadership to state problems.

The National Governors' Association membership is organized into eight standing committees on major issues: Agriculture; Criminal Justice & Public Protection; Executive Management and Fiscal Affairs; International Trade and Foreign Relations; Human Resources; Natural Resources and Environmental Management; Community & Economic Development; and Transportation, Commerce and Technology. Subcommittees and task forces that focus on principal concerns of the Governors operate within this framework.

The association attempts to work closely with the administration and the Congress on state-federal policy issues from its offices in Washington, D.C. Through its Center for Policy Research, the association seeks to develop new state and national policy options, shares knowledge of innovative programs among the states and provides technical assistance to Governors on a wide range of issues.

Presently, twenty states have offices located in Washington, D.C. The National Governors' Association is a major source of strength

2024078171

to these offices as information sources. Most of the state offices in Washington, D.C. are staffed by only two or three people. These offices rely on the NGA for background and detail on committee hearings, dates, programs, and costs. But the individual offices rely less on the trade association for positions on policy to the consensus oriented position of the trade association. Since budget surpluses have disappeared, the focus has shifted from the association to the individual states. Individual state offices in an attempt to maintain or increase their share of federal aid concentrate not on grants, but on the formulas that allocate the federal money.

2024078172



2024078173

## NATIONAL CONFERENCE OF STATE LEGISLATURES

### Denver Office

1125 Seventeenth Street  
Suite 1500  
Denver, Colorado 80202  
(303) 623-6000

### Washington Office

444 North Capitol Street, N.W.  
Washington, D.C. 20001  
(202) 624-5400

Executive Director (Denver): Earl Mackey  
Director of State-Federal Relations (Washington, D.C.): Robert P. Goss

Staff: 110 Denver  
38 Washington, D.C.

Budget: \$6,000,000

Annual Meeting - Summer (Atlanta, July 1981)

The National Conference of State Legislatures represents over 7,500 state legislators and staff. It was created in 1975 from a merger of three organizations that had served or represented state legislatures. Its functions are to improve the quality and effectiveness of state legislatures and assure state legislators a strong, cohesive voice in the federal system.

The full membership of NCSL elects officers and sets conference policy at its annual meeting. The Executive Committee is a 43 member body, composed of 29 legislators and 14 legislative staff members. Seven individuals from the Executive Committee serve as Conference Officers. Four of these, including the NCSL President, are state legislators, all of whom must be legislative leaders at the time of their election. Three officers are professional legislative staff members.

Appropriations from the 50 state legislatures provide NCSL's core funding. The schedule is based in part on the population of each state; it is developed by the Executive Committee. Other sources including federal grants and projects and private foundations provide support for specific projects as approved by the NCSL.

### State Federal Assembly

The State-Federal Assembly, composed of 800 state legislators, is the policy development component of the NCSL. The Assembly meets three times each year, at which time its nine standing committees develop recommendations on a range of issues affecting relationships between the state and the federal government. Current

2024078174

committees are Education, Energy, Government Operations, Human Resources, Rural Development, Transportation and Urban Development. Some policies call for new directions by the Administration on legislative actions by Congress; others urge state legislatures to act on important national issues. Once adopted by the State-Federal Assembly, these recommendations must be approved at the NCSL Annual Meeting. In support of the policies, State-Federal Assembly members frequently travel to Washington to testify at Congressional hearings, serve on federal advisory panels, or meet with Cabinet and White House officials.

#### Assembly on the Legislature

The Assembly on the Legislature addresses issues internal to state legislatures. It meets quarterly in state capitols to address issues through its five standing committees -- Ethic, Elections and Reapportionment; Fiscal Affairs Oversight; Legislative Information Needs; Legislative Management; and Science and Technology. The Assembly on the Legislature develops model legislation and development of studies and recommendations to the legislatures and oversight of specific NCSL projects.

Appointments to the Assembly on the Legislature and the State-Federal Assembly are made by the legislative leadership in each state.

Each member of the State-Federal Assembly and the Assembly on the Legislature can be re-appointed by legislative leadership in each state beginning in January 1981. Those vacancies created by the defeat of an incumbent will be filled by a legislative leader in the appropriate state by March 1981.

#### Executive Committee 1980-81

President: Representative Richard S. Hodes (D)  
Speaker Pro Tem - Florida

President-Elect: Senator Ross O. Doyen (R)  
President of the Senate - Kansas

Vice President: Assemblyman William Passannante (D)  
Speaker Pro Tem - New York

Staff Vice-President: Patrick E. Flahaven  
Secretary of the Senate - Minnesota

Senator Hunter B. Andrews (D)  
Senate Majority Leader - Virginia

Senator Robert A. Bloomer (R)  
President Pro Tem & Majority Leader - Vermont

Representative Peggy Bunting (R) - Idaho

Representative Robert Connor (R) - Delaware

2024078175

Senator James Dunn (R) - South Dakota

Senator William Faust (D)  
Senate Majority Leader - Michigan

Senator Regis Groff (D)  
Senate Minority Leader

Senator Al Holloway (D)  
President Pro Tem - Georgia

Representative Harriet Keyserling (D) - South Carolina

Representative Gibson D. Lewis (D) - Texas

Senator Shirley M. Marsh (29) - Nebraska

Senator Oliver Ocasek (D)  
Senate President, Ohio

Senator Philip Rock (D)  
Senate President, Illinois

Representative James P. Ritter (D) - Pennsylvania

Senator S. H. Runyan (R)  
Senator Majority Leader, Arizona

Representative Delwyn Stromer (R) - Iowa

Assemblyman Art Torres (D) - California

Eastern Region

Senator Stanley J. Zarod (D) - Massachusetts  
Assemblyman Walter J. Kavanaugh (R) - New Jersey

Southern Region

Senator Kenneth C. Royall, Jr. (D)  
Senate Majority Leader, North Carolina

Representative Ray Smith, Jr. (D) - Arkansas

Midwestern Region

Senator Fred A. Risser (D)  
Senate President, Wisconsin

Western Region

Senator Miles "Cap" Ferry (R)  
Senate President, Utah

Representative H. L. Jensen (D) - Wyoming

John C. Anderson, Director  
Legislative Fiscal Office, Idaho

2024078176

Richard L. Barrios, Jr.  
Sergeant at Arms, Louisiana

Richard Brandsma, Director  
Assembly Office of Research, California

Joe Brown  
Secretary of the Senate, Florida

Carl Frantz, Director  
Office of Legislative Research, Connecticut

Serge H. Garrison, Director  
Legislative Service Bureau, Iowa

Frank L. Greathouse, Director  
Division of State Audit, Tennessee

Louis Green, Secretary  
Legislative Council, Colorado

John Lattimer, Executive Director  
Intergovernmental Cooperation Commission, Illinois

Albert Roberts  
Minority Staff Director, New York

#### State-Federal Assembly

##### Officers

Chairman: Speaker Benjamin L. Cardin (D), Maryland

Vice-Chairman: Senator William Hamilton (D), New Jersey

Vice-Chairwoman: Senator Anne Lindeman, (R), Arizona

Vice Chairwoman: Delegate Mary Marshall (D), Virginia

Vice-Chairman: Senator Paul Hess, (D), Kansas

##### Committee Officers

##### Education

Chairman: Assemblyman Leonard Stavisky (D), New York  
Vice-Chairman: Representative Patrick Sweeney (R), Ohio  
Vice-Chairman: Representative Jim Chrest (R), Oregon  
Vice-Chairman: Representative David Gibson (R), Vermont  
Vice-Chairman: Representative David Gibson (R), Vermont

##### Energy

Chairman: Representative Ken Nelson (R), Minnesota  
Vice-Chairman: Delegate Larry Young (D), Maryland  
Vice-Chairman: Senator Glade Sowards (D), Utah  
Vice-Chairman: Assemblyman Angelo F. Orazio (D), New York



#### Government Operations

Chairman: Senator John T. Ware (D), Florida  
Vice-Chairwoman: Senator Harriet Woods (D), Missouri  
Vice-Chairman: Senator Gerald E. Gis (D) Wyoming  
Vice-Chairman: Representative John B. Tucker (R), New Hampshire

#### Human Resources

Chairwoman: Delegate Marilyn Goldwater (D), Maryland  
Vice-Chairman: Senator Hugh Farley (R), New York  
Vice-Chairwoman: Representative Methilda Hansen (D), Wyoming  
Vice-Chairman: Senator Chet Brooks (D), Texas

#### Law & Justice

Chairman: Representative Ira H. Murphy (D), Tennessee  
Vice-Chairman: Senator Walter A. Baker (D), Kentucky  
Vice-Chairman: Representative Richard S. Manley (D), Alabama  
Vice-Chairman: Representative Barry Hobbins (D), Maine

#### Natural Resources and Environment

Chairwoman: Representative Mary Lou Munta (D), Wisconsin  
Vice-Chairman: Assemblyman Alexander Grannis (D), New York  
Vice-Chairman: Senator Fred W. Finlinson (D), Utah  
Vice-Chairman: Senator John M. Engler (D), Missouri

#### Pensions

Chairman: Senator Paul E. Hanaway (D), Rhode Island  
Vice-Chairman: Representative Killeen Townsend (D), Georgia  
Vice-Chairman: Representative Francis R. Spaniola (D), Georgia  
Vice-Chairman: Senator James Clark (D), Maryland

#### Rural Development

Chairman: Representative Dale Locker (D), Ohio  
Vice-Chairman: Representative John H. Tiffany (D), Connecticut  
Vice-Chairman: Senator Russell Zimmer (D), Wyoming  
Vice-Chairman: Senator Earl Goodwin (D), Alabama

#### Transportation

Chairman: Senator Tilman Bishop (D), Colorado  
Vice-Chairman: Representative Joseph Accardo (D), Louisiana  
Vice-Chairman: Senator Paul Burke (D), Kansas  
Vice-Chairman: Representative Thom Serrano, Connecticut

#### Urban Development

Chairman: Assemblyman Willie B. Brown (D), New Jersey  
Vice-Chairwoman: Senator Ruth Ridder (D), Washington  
Vice-Chairman: Representative Tom McPherson (D), Florida  
Vice-Chairman: Representative Lyle Krewson (R), Iowa

#### Assembly on the Legislature

Chairman: Representative Curt Kiser (R)  
House Minority Leader, Florida

Vice-Chairwoman: Maralyn Nudke, Legislative Finance  
Committee Director, New Mexico

Ethics, Elections, Reapportionment Committee

Chairman: Senator Barry Keene (D), California

Vice-Chairman: Lee Slater, Secretary of the Senate, Oklahoma

Fiscal Affairs & Oversight Committee

Chairman: Representative LeRoy McAllister (R), Utah

Vice-Chairman: Dale Cattanack, State Auditor, Wisconsin

Legislative Information Needs Committee

Chairman: Representative Ronald H. Strahle (R), Colorado

Vice-Chairwoman: Suzanne Hughes, Information Coordinator,  
Legislative Council, Louisiana

Legislative Management Committee

Chairman: Senator George Kinely (D), Iowa

Vice-Chairman: Jim Bricker, Staff Director Senate Research Center,  
Washington

Science & Technology Committee

Chairman: Senator H. A. "Barney" Goltz, (D), Washington

Vice-Chairman: Gerald Silliphant, Senate Minority Executive  
Director, New Jersey

The State and Arts Committee

Chairman: Senator Alan Sieroty (D), California

2024078179

2024078180



COUNCIL OF STATE GOVERNMENTS

Headquarters

P. O. Box 11910  
Iron Works Pike  
Lexington, Kentucky 40578  
(606) 252-2291

Executive Director

Frank Bailey

Eastern Office

1500 Broadway  
New York, New York 10036  
(212) 221-3630

Director

Alan V. Sokolow

Midwestern Office

203 North Wabash Avenue  
Chicago, Illinois 60601  
(312) 236-4011

Director

James Bohway

Southern Office

3384 Peachtree Road, N. E.  
Atlanta, Georgia 30326  
(404) 266-1271

Director

Tom Reichler

Western Office

165 Post Street  
San Francisco, California 94108  
(415) 986-3760

Director

Jack Sprague

Washington Office

Suite 240, Hall of the States  
444 North Capitol St.  
Washington, D. C. 20001  
(202) 624-5450

Director

Jack McCroy

2024078181

Staff - 50  
Budget -2,250,000  
Annual Meeting - Fall (Las Vegas, December 1980)

Officer and Executive Committee  
Council of State Governments

President  
Governor Otis Bowen, M.D. Indiana (R)

Chairman  
Senate President Oliver Ocasek, Ohio (D)

Vice-President  
Governor George Nigh, Oklahoma (D)

Vice-Chairman  
Representative William Grannell, Oregon (D)

The Council of State Governments is, in effect, an extension of state governments. Established and directed by the states, the Council conducts research on state programs and problems; maintains an information service available to state officials and legislators; issues a variety of publications; assists in federal liaison, promotes regional and state-local cooperation, and provides staff for affiliated organizations.

Each state has an equal vote in directing the Council through the Governing Board, which includes all state Governors and representation from all state legislatures. An Executive Committee selected to act between meeting of the Governing Board is balanced between Governors and legislators and also includes representation from the national organizations of Lieutenant Governors, Attorneys General, and Chief Justices. Operating budgets are raised from state contribution based on proportional representation by population and federal grants and contracts.

The Headquarters Office of the Council is the focal point for executive management, finance and administration, research, communications and governmental management services. The regional offices attempt to answer the needs of the individual and foster regional cooperation between and among public officials. Specific functions are to:

- . Provide secretariat and staff support services for regional organizations of legislators, Governors, Attorneys General, and other organizations associated with the Council.
- . Undertakes short-term research projects and prepare reports on issues of specific interests to officials in the region.

2024078182

- . Respond to inquiries and requests for assistance from a variety of officials in a given region.
- . Provide and arrange for direct problem-solving assistance on issues facing jurisdictions in the region.
- . Administer special conferences on regional problems.

The Council of State Governments has experienced a number of challenges in recent years from non-affiliated and affiliated organizations, such as the National Governors' Association and the National Conference of State Legislatures. The challenges have included such issues as who shall represent a particular branch of state government to wholesale attempts to deny the Council appropriations by several legislators and/or Governor in individual states. This is, in part, due to the reorganization which took place in the mid-seventies and resulted in the creation of the independent National Governors' Association and the newly-merged National Conference of State Legislatures.

The Council has been able to weather these conflicts due to the strength of its regional conferences rather than its national organization. By staffing and serving its multitude of public official groups (Southern Governors' Conference, Southern Legislative Conference, Southern Association of Attorneys General, etc.), it is able to provide direct day-to-day service that the other national organizations have been unable to accomplish.

Due to a failure of top management, the Council lost its reputation as a national interest group for state governments and became more socially conclave than legislatively active. It remains to be determined as to whether the Council of State Governments as an organization and conference will continue to exist and provide opportunities for its members to meet and exchange ideas on issues of public policy.

2024078183



2024078184

## NATIONAL LEAGUE OF CITIES

National League of Cities  
1620 Eye Street, N.W.  
Washington, D.C. 20006  
(202) 293-7310

Executive Director: Alan Beals

Annual Meeting - Fall  
Detroit, Michigan  
November, 1981

Staff: 100-125

Annual Budget - \$5,000,000

The National League of Cities (NLC) is the oldest (1924) and largest (15,000) municipal organization in America. The NLC's membership contains cities of various population sizes. Included in the total figure are cities affiliated with the 48 state municipal leagues. Votes within the National League of Cities are weighted in proportion to population. Cities under fifty thousand have one vote and the weighted votes increase to a maximum of twenty for cities with populations of one million or more.

The League's purpose is to strengthen the institutions of local governments and encourage local leadership. With the growth of federal influence on local governments and the development of state and local offices in Washington, D.C., the National League of Cities has vied with the U.S. Conference of Mayors to become the municipalities chief advocate before the Congress, executive branch, the federal agencies and, more recently, the federal courts.

### History

Since its conception in 1924, the NLC has emerged as the chief advocate for cities in their dealings with Congress, the executive branch, regulatory agencies, and the federal courts. Originally known as the American Municipal Association, the organization changed its name to the National League of Cities in 1964. The NLC continues to seek solutions to municipal problems at the local level as well as the county, state and federal level.

In 1947, membership was limited to cities with a specified population. However, in 1977, membership was opened to cities that are members of their state municipal league regardless of population size. This development was a response to the challenges presented by a more active, visible and viable U.S. Conference of Mayors, as well as increased association activity in general before the federal government.

2024078185



## Programs

The NLC educates local leaders about policy development and traditional political arts. The NLC's staff has improved its ability to provide local leaders with analysis and evaluation of federal programs, legislation and regulation.

The NLC has concentrated on the Washington scene. Observers agree the NLC has become a respected voice on Capitol Hill, thus providing America's urban centers with substantive representation.

Besides staff time, the NLC also provides a weekly publication called "City Weekly" and a monthly piece called "Nation's Cities". The NLC employs approximately 125 full-time staff on a budget over \$5,000,000.

## Policy

The NLC is controlled by its members. Elected officers and board of directors determine policy from year to year.

The board of directors governs the League through the help of five (5) policy committees and various special task forces. The board is made up of 30 members, the four officers, and all past presidents still in municipal office.

The policy Committees are responsible for the year-round work of drafting the League's policies, which are published as national municipal policy.

Each committee, composed of approximately 200 members, meets twice a year to review the work of a smaller steering committee of 30 that conducts additional meetings to develop information for the full committee. The National League of Cities president appoints the chair and vice-chair of each committee. The Committees are:

Finance, Administration and Intergovernmental  
Relations

Transportation, Public Safety and Communications  
Human Development

Community & Economic Development

Natural Resources

A proportional voting system based on population governs the election of officers and the voting on amending and adopting, "National Municipal Policy".

2024078186

### Comments

The NLC is considered to be part of the big seven: National Conference of State Legislatures (NCSL), National Association of Counties (NACo), National Governor's Association (NGA), Council of State Governments (CSG), U.S. Conference of Mayors (USCM), International City Manager's Association (ICMA), and National League of Cities (NLC).

The NLC is also part of an informal group that meets the last Wednesday of each month called the State and Local Coalition. This group is comprised of five of the above-mentioned organizations: NCSL, NACo, NGA, NLC, NCM.

The NLC and USCM tend to agree on most major items, therefore, they are considered by many to be sister organizations. Both groups have powerful lobbies and are well regarded in Washington.

Where the USCM is comprised mostly of chief executive officers of the larger metropolitan areas, the NLC has tried to broaden its picture by including smaller cities and towns. This emphasis is reflected in the membership roster. In recent years the NLC has concentrated its efforts in the urban renewal areas working closely with HUD and the Treasury's Federal Revenue Sharing Program.

City officials are brought to Washington, D. C. on a regular basis to testify before congressional committees, regulatory commissions and special study panels on behalf of the nation's cities and towns.

A major reason for the continued success of the NLC has been the organization's ability to attract energetic, emerging leadership and provide opportunities for these individuals to appear before Congress and, in some instances, obtain federal grants for individual communities from the country's larger cities. Only mayors are permitted to belong to the USCM, whereas all municipal officials are permitted memberships in the NLC.

Also the cities the NLC represents are smaller, rural, less liberal and more likely to be Republican controlled than the U.S. Conference of Mayors.

2024078187



2024078188

UNITED STATES CONFERENCE OF MAYORS

1620 Eye Street, N.W.  
Washington, D.C. 20006  
(202) 293-7300

Executive Director: John J. Gunther

Annual Meeting - Spring-Summer (Louisville, Kentucky - June 1981)

Staff: 175-200

Annual Budget - \$7,000,000

The U.S. Conference of Mayors shares administrative staff and offices with the National League of Cities. It is affiliated with the United States Conference of City Health Officers, the National Institute of Municipal Law Officers, the National Institute of Governmental Purchasing and the International Institute of Municipal Clerks.

The United States Conference of Mayors is the official organization of cities with populations of 30,000 or more. There are approximately 850 such cities in the United States today. Each city is represented in the work of the Conference by its chief elected official. Membership dues are based on the population of the city. The Conference was organized in 1933 and 850 out of the 16,000 municipalities in the country, have unique and special problems in relating to the Federal Government. The principle role of the Conference is to provide a policy development and legislative action force in federal-city relationships to ensure that federal policy meets urban needs, and to assist the Mayors in their cities to respond in an effective and timely manner to federal problems and initiatives.

Policy Development for the Conference begins with Standing Policy Committees, which serve as an alert system to legislative matters, having potential impact on cities. During a calendar year, committees make preliminary investigations of issues, review existing policies and develop recommendations for policy change. Formal policy of the Conference is determined at the Annual Conference through resolutions voted upon by all member cities. In all matters requiring official action of the organization, each city, regardless of its size, has one vote. The resolution enacted at the Annual Conference are controlling in the determination of Conference policy, especially with reference to federal-city legislative and developments.

2024078189

When bills affecting municipal governments are under active consideration in congressional committees, it is the usual procedure for committees to formally request the viewpoint of the Conference of Mayors, either through testimony, or submission of memoranda. Of growing importance is the daily liaison with federal departments and agencies on federal-city matters.

The Mayors' Leadership Institute, established in 1974, aims at bringing to Mayors and other city officials a variety of techniques and methods designed to aid in problem solving. The Institute offers Mayors a series of two to three-day seminars on a variety of municipal issues from financial management to labor relations. A Mayors' Executive Staff Institute provides similar experiences for those who assist the Mayor. Other basic program components include Labor-Management Relations Service, Institute for Urban and Regional Economic Analysis, Institute for the Development of Urban Arts and Sciences, Employment and Training Council and Conference of City Health Officers.

2024078190



2024078191

STATE LEGISLATIVE LEADERS FOUNDATION

State Legislative Leaders Foundation  
P. O. Box 17805  
Milwaukee, Wisconsin 53217  
(414) 961-1444  
Secretary - Treasurer, Charles Davis  
Operations Director, Stephen G. Lakis

President  
Honorable John L. Martin (D)  
Speaker, Maine House of Representatives

Vice-President  
Hon. Robert Vanderhaan (R)  
Minority Leader  
Michigan Senate

Directors  
Hon. Warren M. Anderson (R)  
President Pro Temp and Majority Leader  
New York Senate

-Hon. Hohn Bagnariol (D)  
Speaker  
Washington House of Representatives

Hon. William M. Bulger (D)  
President  
Massachusetts Senate

Hon. Daniel D. Draper, Jr. (D)  
Speaker  
Oklahoma House of Representatives

Hon. Patricia L. McDermott (D)  
Minority Leader  
Idaho House of Representatives

Hon. James J. Manderino (D)  
Minority Whip  
Pennsylvania House of Representatives

Hon. Floyd H. Millen (R)  
Speaker  
Iowa House of Representatives

Hon. Thomas B. Murphy (D)  
Speaker  
Georgia House of Representatives

2024078192

The Foundation is a non-profit private foundation organized and managed to assist state legislatures, their leaders and members, with the research and technical assistance necessary to improve their institutional structures and procedures. The Foundation exists to provide the kinds of non-partisan analysis and research necessary to make the procedures more effective and efficient.

Some programs are performed under contract with a single state; others exist on a multi-state demonstration basis for a federal agency or larger foundation.

History - Founded in 1972 to provide an organizational vehicle for the use of foundation funds in legislative reform and improvement programs. Incorporated in Wisconsin, the Foundation is considered exempt from Federal Income Taxes under a 501 (c) 3 article of the IRS code. Its bylaws provide that the directors shall be legislative leaders when elected and shall serve three-year terms. The board is organized so that a third of its membership is elected each year. Both political parties are represented on the board.

The Leadership Foundation is prohibited from influencing the passage or defeat of legislation. It is a research organization designed to provide non-partisan analysis and technical assistance to state legislators.

Programs - The Foundation enters into contracts with the understanding that after a period of study it will present recommendations and then work to see them implemented. It carries on its programs by pacing its Operations Director "on-site". The Programs are of varying length, depending upon the nature of the contract. Some have been of six-month duration; others have been as long as eighteen months.

In addition to the individual state contracts, the Foundation has conducted seminars with and for legislative leaders. It has prepared, participated in, and disseminated reports for the National Science Foundation funded study, Institutional Change and Legislative Performance. Projects have been funded by the Office of Personnel Management, the National Endowment for the Humanities and the Ford Foundation.

#### 1972-80

Although organized as recently as 1972, the Legislative Leaders Foundation was theoretically supposed to terminate its operations in 1975 when the National Legislative Conference (NLC) became

2024078193



the National Conference of State Legislatures (NCSL). Its 'legislative leader' function and legislative improvement program were to be the responsibility of NCSL.

However, at the time of the merger, contracts and grants still had one or two more years to run and monies were still available to the Foundation. Charles Davis, a private political consultant to members of the Republican Party throughout the fifty states, proposed a series of legislative leader seminars to spend the money still earmarked for Foundation spending. At the same time, Davis and Lakis negotiated contracts with state legislatures in New Hampshire, Maine and Massachusetts for legislative improvement studies over a 36-month period.

Davis had been actively campaigning for the position of Executive Director of the new National Conference of State Legislatures from 1973 to 1975. Some say that rather than turn over the monies to NCSL, Davis sought to keep the Legislative Leaders Foundation alive.

When Legis 50 failed, the remaining federal government contracts and grants to Legis 50 were transferred to the Legislative Leaders Foundation. The Foundation has opened an office in Denver, Colorado, operated by several former Legis 50 staff members. Two of the contracts from the federal government include a LEAA project on juvenile justice and a project with the Nigerian Government to send U. S. state legislators and staff to Nigeria to train state government members and staff in the structure and function of the state legislative system and process.

No legislative leader seminars have been held recently, and until the Legis 50 contracts were absorbed, the Foundation only had a two-person staff -- Davis and Lakis, with Lakis the day-to-day operations person.

NCSL staff feels the organization might continue to seek contracts and grants from the federal government and state legislatures, rather than ending its existence.

The Legislative Leaders Foundation has recently announced plans for projects in the area of regulatory reform and cost-benefit analysis of legislative initiatives in the form of week-long seminars for legislators. If the Legislative Leaders Foundation is successfully absorbed by the NCSA, it would represent the best opportunity to effectively fill the vacuum left by the dissolution of Legis 50.

2024078194

2024078195



STATE GOVERNMENT AFFAIRS COMMITTEE

1001 Connecticut Avenue, N.W.  
Suite 800  
Washington, D.C. 20036  
(202) 659-7605

President: Charles E. Fitzgibbon, Director State & Local Affairs  
Eastman Kodak Company

The State Government Affairs Committee (SGAC) is a not-for-profit corporation under the laws of Illinois created to improve the organization of state government and the state legislative and regulatory process and to enhance understanding between the private sector and state government and its agencies. The State Government Affairs Committee was created shortly after the inception of the National Conference of State Legislatures and is now a private sector committee associated with the National Conference of State Legislatures through the State-Federal Assembly.

State Government Affairs Committee membership is currently at seventy (70) members. (see attached membership list.) Through the NCSL, the State Government Affairs Committee participates in NCSL activities during the Annual Meeting and the three other times during a year that the State-Federal Assembly convenes.

Since the creation of the National Conference of State Legislatures in 1975, the SGAC has participated with the NCSL in the following ways:

1. Subsidized the cost of the promotional film for the NCSL entitled, "A Day in the Life of a State Legislator", which featured the then Speaker of the Minnesota House of Representatives, Martin Sabo. Sabo is now a member of the Congress of the United States.
2. Underwrites the cost of a featured speaker at the NCSL Annual Meeting. SGAC recently paid \$10,000 to subsidize a presentation made by Henry Kissinger at an NCSL Annual Meeting.
3. Each time the State-Federal Assembly convenes, the SGAC sponsors a cocktail reception for the delegates at the assembly meeting.

Theoretically, the member company representatives are to interface with members of the State-Federal Assembly through their committee responsibilities. However, these efforts have not been fruitful due to a variety of factors, not the least of which has been friction between NCSL staff and SGAC committee representatives. NCSL staff regard the

SGAC committee representatives as monitors of committee policy development and as forces of inertia rather than change. Frequently SGAC committee representatives do not have an expertise in the subject matter being discussed for policy development.

The SGAC has been a factor in two areas. The State-Federal Assembly Legislative Information Needs Committee has been investigating the possibilities for a prototype statutory retrieval/bill status computer in selected states with private sector access to the system. Costs would be underwritten by the SGAC. Presently the Legislative Information Needs Committee is compiling a list of prospective charter member states with comparable equipment and interest. However, this project faces serious problems since it has not yet raised the money for a requirements analysis and support from at least a private sector company has not yet emerged.

The SGAC has been struggling for two years to develop a business incentives seminar. The scope of the seminar would be to involve legislators and the private sector on economic development and retaining business within states. The SGAC has been unable to move forward effectively in this area since many believe that this seminar will not lead to better business climates also, funding of the seminar remains a problem as does an inability to determine specific goals. Many believe the SGAC membership is too large to successfully conduct such a seminar and have it be anything more than just another meeting. Although desirous of filling the vacuum created by the termination of Legis 50, the very structure of function of SGAC prevents it from moving to fill the void.

2024078197